



# Our strategic priorities

Our strategy expands on our previous strategic commitments, providing a new framework for delivering our annual plans. In 2021/22 we'll be measuring our progress in the following ways:



## Our measures for 2021/22

### Enhancing our service

#### Cost, efficiency and timeliness

- Deliver on the budgeted cost per case of £1,045. This means the total cost of the organisation, excluding investment spend, bad debt, contingency and restructuring costs, divided by the number of cases we resolve.
- Median time from conversion (when an enquiry becomes a case we take on to investigate in more depth) to resolution is no more than 4.2 months.
- No open cases older than 18 months by the end of 2021/22.

#### Customers and quality

- Consumer satisfaction for non-upheld cases is 45% or above, based on our case closure survey.
- Consumer satisfaction for upheld cases is 90% or above, based on our case closure survey.
- Business satisfaction is 80% or above, based on our survey of business complaints-handlers.
- Our overall internal quality checks show 85% to 95% of cases are assessed as exceeding expectations, and 95% and over of cases are assessed as meeting expectations.
- No more than 0.65% of resolutions result in an upheld service complaint (a complaint made to us about the service we've provided).

#### More detail on these measures

- Our target to resolve older cases excludes those affected by new/novel issues, those with a potentially significant impact on businesses or consumers, and those affected by litigation or legal complexity.
- We'll be acquiring a new tool and updating our methodology to enable us to better measure consumer and business satisfaction with our service. We'll be transitioning to this new way of measuring in H2 of 2021/22.
- As part of our work under this strategic priority, we're currently reviewing our quality framework and methodology. During the year we'll transition to a new framework, including a new approach to measuring our internal quality.

### Preventing complaints and unfairness arising

- The proportion (not targeted) of businesses that find our overall insight and resources – including our website, decisions database and technical desk – extremely helpful or very helpful (based on results to our survey of businesses about which we've closed a case in the last six months).
- Prompted awareness of our service is 80%.

#### More detail on these measures

- As we develop our work under this strategic priority, we'll build our understanding of how, and how successfully, it's achieving our aim of preventing complaints and unfairness arising. There are significant challenges in this type of evaluation – including how we can identify and measure detriment that hasn't happened – and during the year we'll be trialling different approaches to gauging the impact we're having.

### Building an organisation with the capabilities it needs for the future

#### People

- Our staff engagement score is at 70% or above, based on our employee surveys. We define engagement as being when an employee feels included and valued in the workplace, is fully committed to their work, and is proactively working towards the aims and objectives of the organisation.
- At least 85% of our staff feel included, respected and accepted within the service (those who agree or strongly agree in response to our surveys).
- At least 20% of our senior managers identify as being from black, Asian or other minority ethnic backgrounds.
- 50% of our senior managers identify as female (in line with our commitment under the Women in Finance Charter).
- Our overall staff attrition (staff leaving us, excluding those who we recruit but who don't go on to start employment with us) is no more than 18% – and of this figure, no more than 12% are “regretted” leavers (that is, staff that don't leave as a result of their contract ending, redundancy, settlement agreements or performance issues, or whose roles aren't being backfilled).
- Overall lost sickness time rate is no more than 3% (days lost to absence as a proportion of total working days).

#### Sustainability

- Reduce our premises and facilities budget by 24%.
- From the benchmark assessment carried out by the Carbon Trust in 2017, a reduction in our carbon footprint (measured in tonnes of CO<sub>2</sub>) of 45% by 2022.

#### More detail on these measures

- Our people measures, in particular our targets around ethnicity and gender representation, are part of a wider set of commitments around diversity, inclusion and wellbeing. These are detailed in our action plan.
- The implementation of our shared HR and finance programme, together with our aim to adopt cloud services where possible, aren't included within our strategic measures. However, they're essential building blocks in enabling us to deliver more accessible technology solutions – to improve both our internal processes and the service we offer.
- The reduction in our premises and facilities budget is compared to our 2020/21 Q3 forecast – and is expected to be achieved as a result of taking advantage of some lease-break opportunities during 2021/22.